



**Trafford Park Masterplan
Vision and Implementation Report**

A Report for the Trafford Economic Alliance

**EKOS
with
CBRE, URBED and WSP**

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EXECUTIVE SUMMARY

Introduction

The Vision and Implementation Report accompanies the Trafford Park Baseline Assessment and together constitute Phase One of the Trafford Park Masterplan. The commission was issued by Trafford Borough Council in partnership with the North West Development Agency. It has been overseen by the Trafford Economic Alliance Place Group, a sub-group of Trafford's Local Strategic Partnership.

This document outlines the agreed vision for the future of Trafford Park along with the a series of objectives and a suggested delivery framework to achieve the vision. It has been produced by a team of consultants led by EKOS and including CBRE, WSP and URBED. It incorporates a brief summary of the findings of the baseline to help illustrate the context in which The Vision will be implemented, sets out the vision and objectives for Trafford Park along with the proposed spatial framework and then finally discusses the proposals for a Strategic Masterplan and it's suggested delivery framework. The work is the result of a combination of desk based analysis, extensive stakeholder engagement and site visits.

Baseline Conditions

Chapter Two of the Vision outlines the baseline conditions and gives an overview of the current profile and recent and future trends of Trafford Park in terms of socio-economic, spatial and commercial perspectives.

The Policy Context review looks at the current national, regional and sub-regional policy in place with implications for the Trafford Park Masterplan. Of all the associated policies, the Masterplan will be most closely aligned with the LDF, while also contributing to the Regional Economic Strategy and NWDA Corporate Plan.

Recent and future economic trends help to formulate the vision for Trafford Park by increasing understanding of the dynamics of The Park and helping to make recommendations for it's vision and future development. The Vision Report gives a broad overview socio-economic profile along with an analysis of the current property market and assessments of urban design and transport and infrastructure in The Park.

The most striking recent and future predicted trend is the decline in manufacturing. In 1991 manufacturing accounted for over 50% of all employment in 1991 but this has now declined significantly. Despite this, manufacturing still remains a major employer, with food and beverage the largest sub-sector and a NWDA priority sector. Manufacturing and retail are the largest employment sectors, each employing over 7000 people in The Park.

Retail has seen the most significant growth in recent years, mainly due to the introduction of the Trafford Centre and there has also been significant growth in distribution.

The Vision Report highlights land ownerships and spatial and urban design issues in The Park. Land ownerships are fairly fragmented although there are several key landowners in The Park which have been engaged with throughout this process. In terms of the spatial and urban design perspectives of The Park, development is relatively low rise and low density and there is a distinct lack of available sites.

Chapter Two also summarises findings from the transport and infrastructure assessment, which reveals a number of positive aspects relating to existing and proposed public transport infrastructure in the area. Traffic congestion is relatively low with some areas of the Park favourable for walking and cycling with some investment.

Less positive comments to come out of the transport assessment include the current public transport accessibility situation in the Park, which continues to be a major issue for businesses and employees. The size of the Park also inhibits the encouragement of alternative sustainable transport modes of travel.

Chapter Two summarises the property market analysis which suggests that Trafford Park is likely to see a period of transition from industrial usage to higher value mixed use developments focused around office, retail / leisure and residential. It also identifies the fact that the Park has a mixture of less attractive older accommodation and newer accommodation better suited to modern-day occupiers. There is currently no significant residential offering within the Park itself but identifies the capacity for such development in the future.

To complement the research undertaken for the baseline assessment an extensive business survey was conducted. It found that businesses are generally satisfied with Trafford Park as a location although many recognise that it's current status as a industrial manufacturing and distribution centre is unsustainable in the long-term and that major intervention is needed to help Trafford Park thrive into the next 15-20 years.

Draft Vision and Spatial Framework

The report then goes into outline the proposed vision, objectives and spatial framework for The Park. The vision can be summarised as follows:

"Trafford Park - the North West's Premier Business Location - will build upon:

- its location at the heart of one of Europe's leading City Regions,***
- its heritage as the region's leading industrial hub,***
- its emerging status as a centre for tourism and leisure activities,***
- its excellent rail infrastructure (including light, passenger and freight) road and waterway frontages,***
- its proximity to a internationally significant creative industries cluster and***
- its aspirations to become a location for new low carbon technologies and infrastructure***

to create a set of successful and sustainable business environments which meet the aspirations of new and existing:

- digital and new media and financial and professional companies,***
- high value manufacturing clusters with future growth potential,***
- multi-modal logistics, and***
- leisure and visitor economy."***

Five objectives have been set out to help deliver the Vision. These are:

- **Objective 1: Meeting the Demand from a Diverse Range of Sectors:** *To continually adapt the Park in a planned manner through the promotion of quarters/districts which meet the demand of modern businesses from a diverse range of sectors.*
- **Objective 2: Improving Transport Infrastructure:** *To provide a transport infrastructure with an emphasis on sustainable transport, which increases accessibility to, and navigation in, the Park.*
- **Objective 3: Delivering Critical Infrastructure:** *To ensure that utilities and other business critical infrastructure is competitive with the premier business locations nationally and internationally and seeks out low carbon alternatives where feasible.*
- **Objective 4: Marketing and Promotion:** *To maintain high levels of new investment in Trafford Park through strong branding and marketing which promotes the Park and the Regional Centre as a leading location for inward investment.*
- **Objective 5: Supporting Competitive Businesses:** *To provide supporting actions which help existing and new companies to improve their competitiveness.*

A spatial framework has also been developed to help achieve the objectives which identifies the following informal zones of development:

- **Trafford Wharfside** - At the eastern end of the Park, Trafford Wharfside is oriented towards the Regional Centre, a feature which has become more pronounced with the arrival of the Imperial War Museum and now Mediacity:UK. This area should be seen as an urban extension with planning guidance developed on uses and layout. It will form part of a strong axis from Quays, Media City, Lowry, IWM, MUFC and Old Trafford.
- **Trafford Park Core** represents the traditional industrial heart of the Park. There are four informal zones that have been identified as having potential for incorporation into the masterplan process. These are the Trafford Park Hub, The Village, Environmental Management Cluster and the Distribution Centre.
- The **Trafford Rectangle** includes the Trafford Centre and is a regional retail and leisure hub with scope to be complemented by a range of other office, leisure and residential development. Consideration should be given to further expanding the residential role of the Trafford Rectangle through the redevelopment of appropriate sites lying along the Bridgewater Canal.

There are also three underlying principles which will underpin all the future development in Trafford Park. These are:

- **Sustainability:** Sustainability and a commitment to the development of low carbon infrastructure will be at the heart of all new proposals to help tune Trafford Park into the sustainability agenda and position it as a low carbon business location.

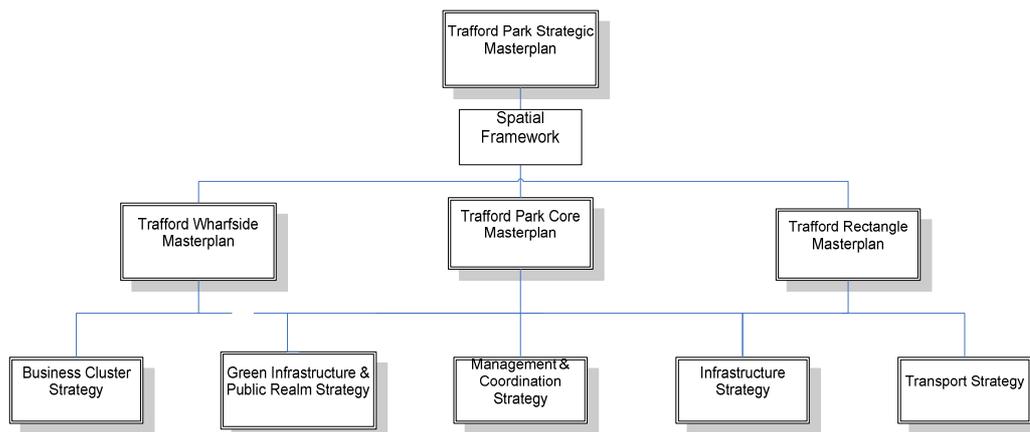
- **Public/private partnerships:** with a recognition that new investment needs to be private sector led, with the public sector helping to create the conditions for reinvestment and new investment; and
- **Economic contribution:** maximising the Park's contribution to the City Region and Regional Economic Strategy, linking new development to priority sectors and other region wide economic objectives.

Trafford Park Strategic Masterplan and Delivery

Chapter Four discusses the attainment of the Vision setting out proposals for the development of a Strategic Masterplan for Trafford Park. This builds upon Phase One of the masterplanning commission and will comprise:

- an overarching spatial framework (as outlined in Chapter Three),
- a series of three 'inset' masterplans and
- a set of thematic policies and strategies.

The diagram below illustrates the components of the Strategic Masterplan:



The three inset masterplans will vary in status and influence and will each outline a development plan for the three informal zones of Trafford Park, the Trafford Core, Trafford Wharfside and Trafford Rectangle. The format and content of these masterplans is outlined in Chapter Four which also makes recommendations for different mechanisms to take forward investment such as a URC, City Development Company and District Wide Partnership.

Emerging Transport Policy

Chapter Five builds on the proposal to produce five supporting thematic policies and strategies by outlining the content of the emerging Transport Strategy which will help underpin the three masterplans.

Next Steps

Chapter Six identifies how the Strategic Masterplan can be taken forward and proposes a schedule for delivery. There are a number of immediate tasks which can be progressed to take forward the work of the Vision. These are:

- Approval of Vision
- Re-engagement with private sector stakeholders
- Publication and promotion of report
- Discussions with key funding partners
- Commission Phase Two and Implement Delivery

A programme for the next phase of this activity is also outlined with the masterplanning work being proposed for the January 2009 through to June 2009 period.

1 INTRODUCTION

Purpose of Study

1.1 This Visioning Report is Stage Three of Phase One of the Trafford Park Masterplan work commissioned by Trafford Borough Council and the North West Development Agency. Stage One involved the inception discussions, where the parameters and objectives of the project were discussed with the client. Stage Two was the Baseline Assessment stage which developed a robust evidence base from which the vision and framework could then evolve.

1.2 The Vision takes the findings of the baseline assessment including consultation with stakeholders, developers and businesses and sets out a suggested vision and outline framework for Trafford Park.

Structure and Format of Report

1.3 Chapter Two of this report summarises the main findings of the Baseline Assessment. In particular it outlines the main strengths, weaknesses, opportunities and challenges that were identified through a combination of desk-based research, stakeholder consultation and site visits.

1.4 The central part of this study is of course the Vision and Strategic Masterplan which has been outlined in Chapter Three. An overriding vision for the Park is supported by a series of objectives that have been developed to drive forward the vision. Chapter Four then outlines a recommended strategy and framework for delivery for the Vision and Objectives.

1.5 Chapter Five presents the emerging Transport Strategy which is one of the five thematic strategies proposed to support the Masterplans.

1.6 Finally the recommended next steps are discussed with proposals for further engagement with key stakeholders.

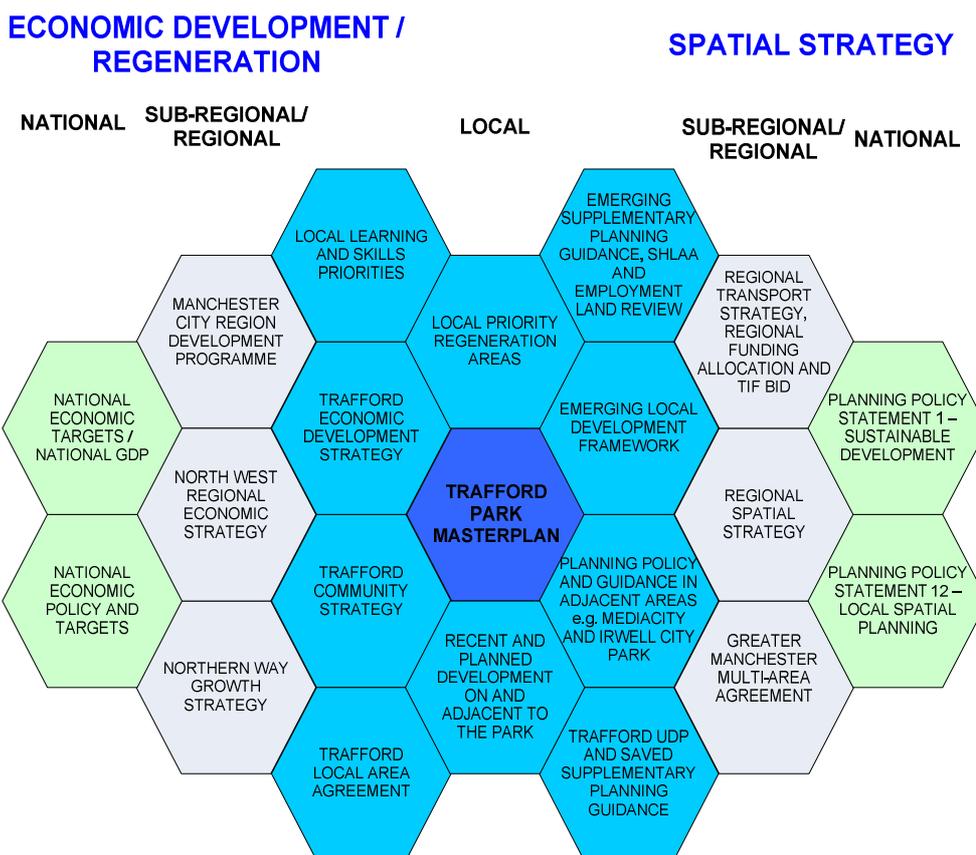
2 Baseline Conditions

Policy Context

2.1 Given the major changes to spatial planning and economic policy which has taken place over the past five years, policy and strategy for the area is slightly fragmented and in parts outdated. The area has not seen a co-ordinated approach to its development since the mid-1990s and the final work of the Trafford Park UDC. The Masterplan takes into account existing local planning policy, and will help to shape future planning policy in the area, aligning economic development and spatial land use policy with an understanding of the drivers for future growth and commercial investment proposals at a local level.

2.2 As the diagram below sets out there have been significant developments in local, regional and national policy, notably the City Region Development Programme, which outlines the economic ambitions of Greater Manchester, the Regional Spatial Strategy which sets out the long term housing aspirations for the region and the conurbation, and the development of the Local Development Framework for Trafford. The Vision and framework needs to take account of all of the recent policy developments.

FIGURE 2.1 TRAFFORD PARK MASTERPLAN STRATEGIC LINKAGES



2.3 Given the scale of Trafford Park, its future development is of significance on a regional and even national scale, and to ensure its full potential is realised, economic development and spatial planning policy in the Park needs to be aligned and developed with a thorough appreciation of market and commercial drivers. Development proposals for the Park

should seek to deliver local, sub-regional and regional economic priorities as well as making close links with development activities planned or underway in adjacent areas.

2.4 While the full status of the Masterplan is yet to be confirmed, it will influence planning policy in the Park, informing the Local Development Framework and setting out a co-ordinated approach to the Park's future development. It should also provide clarity regarding issues such as design standards, environmental objectives and the use of developer contributions. The Park is located outside of the regional centre in RSS terms, which is likely to affect its ability to accommodate major developments in certain use categories. In addition, emerging transport policy, in particular TIF and the proposed Metrolink expansion could have a major impact on travel and occupancy on the Park.

Economic History and Recent Changes

2.5 Trafford Park was the world's first purpose built industrial Park and remains Europe's largest, covering 3,000 acres and home to 1,400 companies employing 35,000 people. It has endured periods of both growth and decline during its 112 year history, with its peak in the 1940s and 1950s when it employed over 75,000 people. From the mid 1960s to the 1980s it suffered a period of decline and loss of employment, revived partly by the work of the Trafford Park Development Corporation in the 1980s.

2.6 More recently, Trafford Park has seen the introduction of a range of new uses. Whilst industrial warehouses dominate the core of the Park and manufacturing still accounts for a significant proportion of employment, the area is now also home to a range of leisure, retail, commercial and residential uses. Developments such as the Trafford Centre, Salford Quays, and Mediacity:UK have impacted on the area's dynamics.

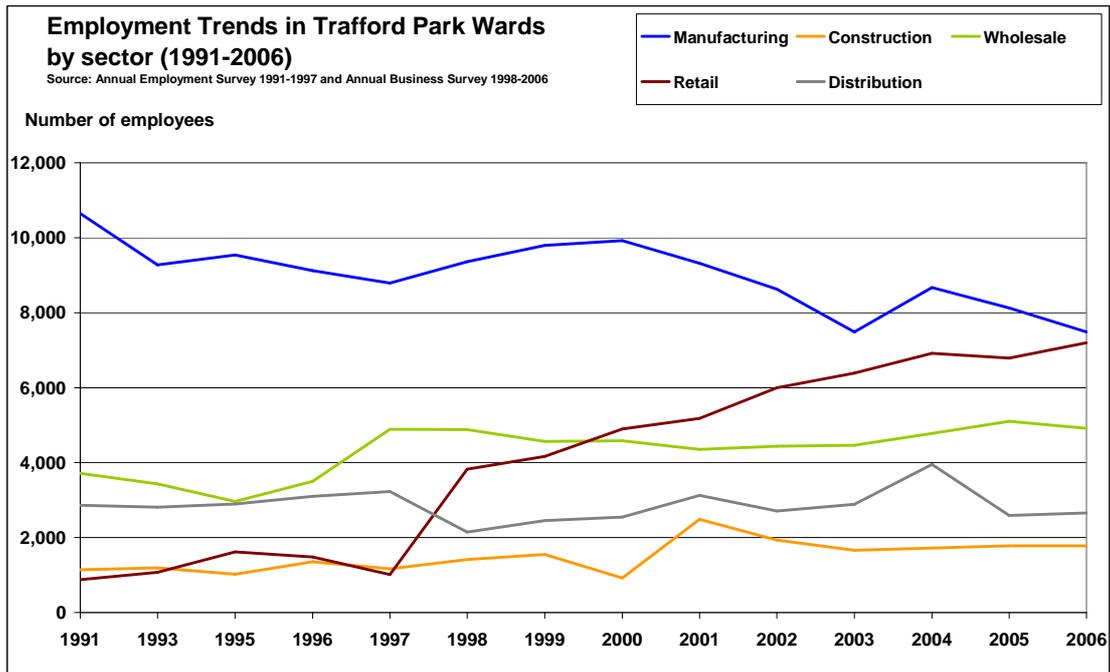
2.7 Trafford Park contains 1,400 businesses employing 31,974 people (2006). Employment is dominated by:

- **Wholesale and retail trade** accounted for 37% of total employment in 2006, nearly 12,000 employees in total. This is more than double the equivalent regional and national percentages (both of which are 17%). Retail employs more people than wholesale, accounting for almost 60% of the 12,000.
- **Manufacturing**, the second largest broad sector, accounting for nearly a quarter of all employment on the Park, totalling over 7,000 employees (24% of total). This is again much larger than the equivalent percentage figure for England and Wales which stands at 11% and the regional figure of 12.6%. Trafford Park continues to be a key employment location for manufacturing businesses.

2.8 Despite recent office development at the periphery of the Park, financial intermediation and real estate and business activities are under-represented compared to the North West and nationally. Currently just over 4,000 people are employed in the sector, accounting for just 13% of all employment compared with 20% nationally.

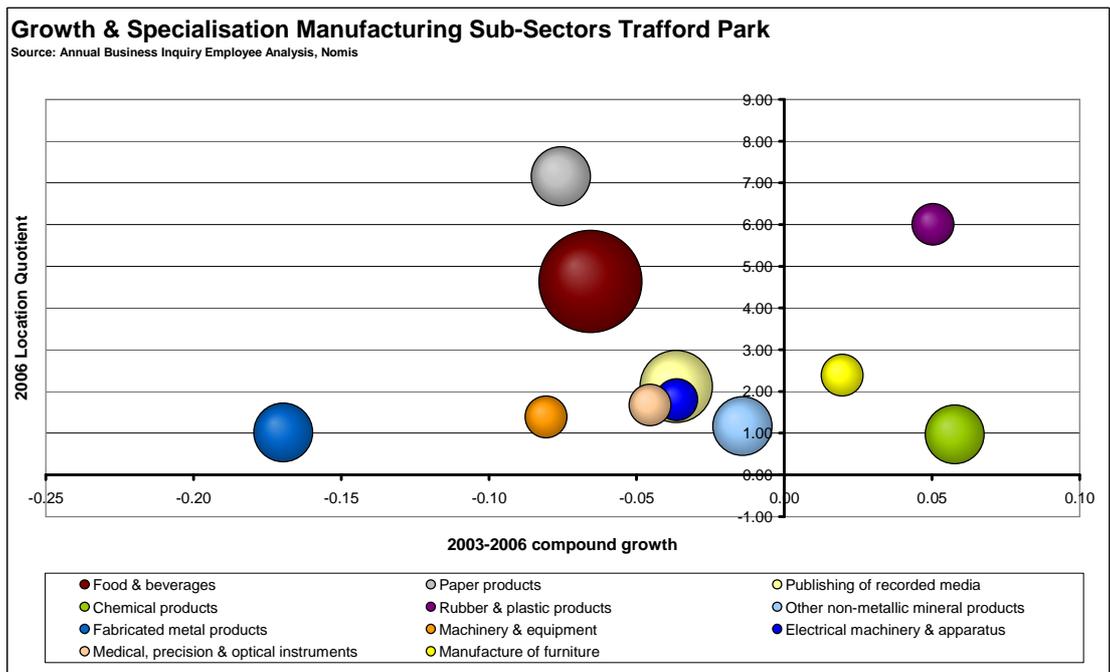
2.9 Another significant employer is distribution which is the fifth largest employer in the Park with 2,654 people employed in the sector, accounting for nearly 8.5% of total employment in the study area. This is nearly three times the percentage of people employed in this sector both regionally and nationally.

Figure 2.2



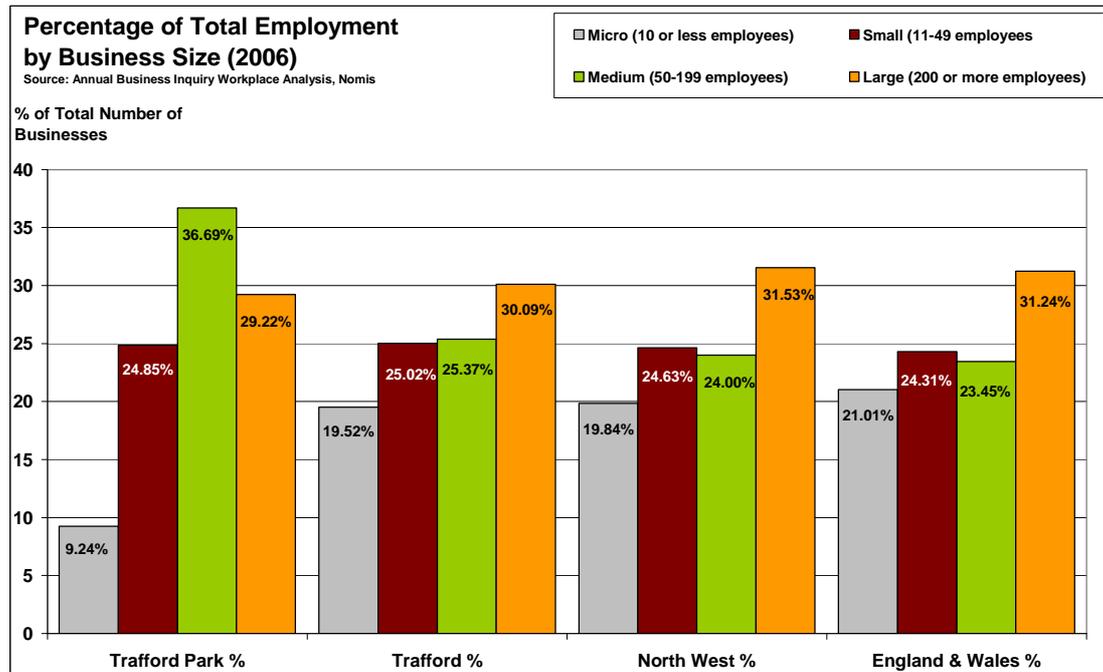
2.10 **Manufacturing** saw the highest percentage employment decline between 2003 and 2006 with almost a 15% drop in employment, a loss of 1,262 jobs. Although this is line with the long term and the national trend, this continuing erosion of the manufacturing employment base has major implications for future plans for the Park. The Park continues to be the base for a Food and Drink companies, and a number of smaller sectors have recorded employment growth recently, reflecting the dynamism within manufacturing.

Figure 2.3



2.11 Trafford Park accommodates a large number of medium sized companies, employing between 50 and 199 employees, and to a lesser degree large companies - 37% of employees work for medium sized companies on the Park compared with 23% nationally, while just 9% work for micro firms compared with 21% nationally. Although these results are not unusual for a large Park, the offer available to small businesses is limited, and this may affect the ability of the Park to attract companies from growth sectors such as creative and digital industries.

Figure 2.4



2.12 In summary the economic analysis has revealed a relatively healthy picture for the Park in terms of employment and business numbers, the introduction of new sectors to the Park, the presence of some well established employers and new major employment developments planned for the area. There are however a series of economic challenges for the Park including the long term decline of manufacturing employment in the UK, the current uncertain economic climate, increasing demands for a higher qualified workforce and competition from other major employment sites in the UK.

Greater Manchester

2.13 The Greater Manchester Urban Core is a major employment centre within the North of England and within this, Trafford follows Manchester City Centre as the most dynamic employment area. The Greater Manchester economy has grown rapidly and the economic forecasts suggest this will continue. The key features are:

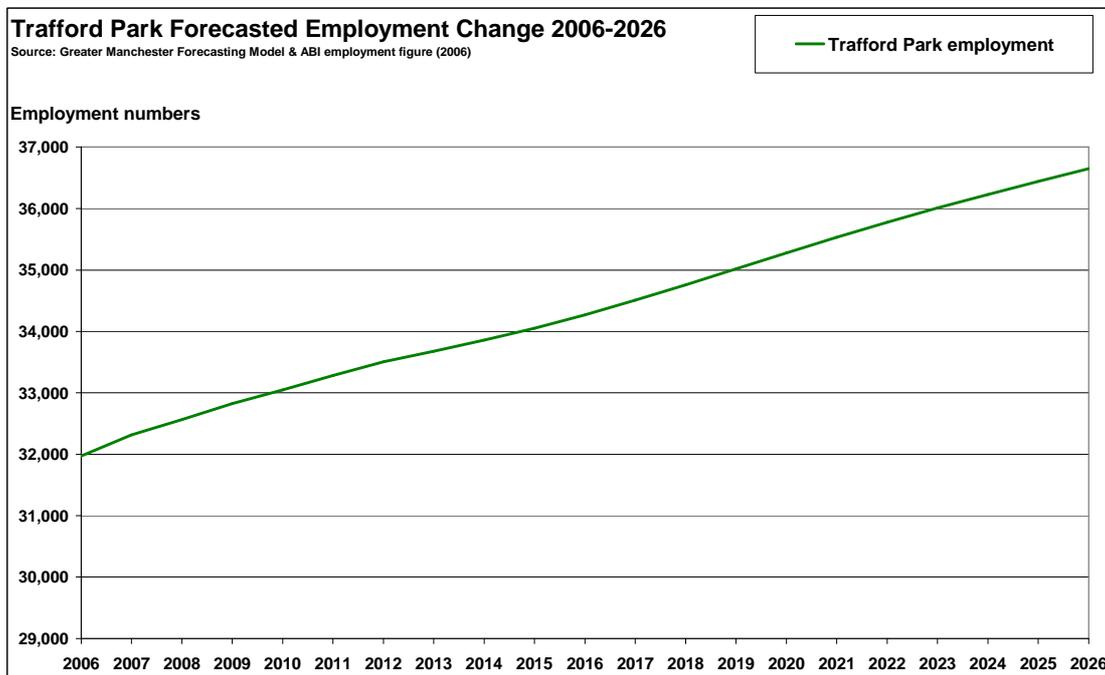
- The new and distinctive feature of Greater Manchester and other northern economies is the strong representation in the Financial and Business Services sectors (which has been the key driver of economic growth nationally for many years) and the scale of the conurbation (with population forecast to grow further).

- The most significant feature of the economic forecast is the exceptionally high proportion of employment growth which will take place in the City of Manchester. This is a new phenomenon, apparent since the mid 1990s, reversing decades of population and employment decline.
- Greater Manchester will also experience a substantial decline in manufacturing employment (59,000 jobs over twenty years), and this will affect Trafford and the Park
- Employment opportunities growth will be significant in the Financial and Business Services, Hotels and Distribution, and Other Personal Services sectors and the majority of these opportunities will be located within Manchester’s Urban Core, with a focus on the City itself.

Economic Transformation in Trafford Park

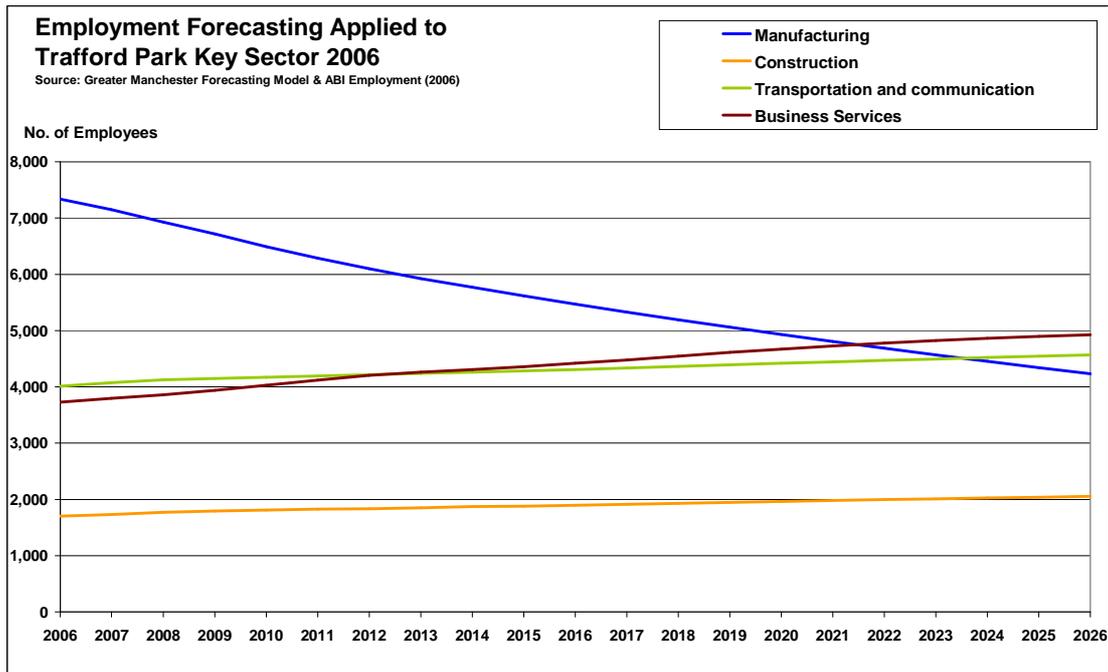
2.14 According to the Greater Manchester Forecasting Model, employment is expected to grow in Trafford Park between 2006 and 2026. Employment forecasts are strong for Trafford, driven primarily by increases in business services employment as well as smaller increases in sectors such as transport and communications, retail, wholesale and distribution, construction and hotels and restaurants. Employment decline however is forecast to continue in manufacturing, although the decline in Trafford however is forecast to be less than elsewhere.

Figure 2.5



2.15 These changes will provide a great number of opportunities for Trafford Park and some major challenges, particularly the further re-structuring of the manufacturing base. Over the next twenty year the Park very significant growth is projected for service sector employment, although industrial base will remain important.

Figure 2.6



2.16 The highest growth in employment is expected in retail, wholesale and distribution , and the steepest decline in manufacture with 3,000 less jobs in 2026, representing a decrease of 42%. This would have major implications for premises and sites across the Park, although losses are likely to be gradual.

2.17 Rather than adopting a 'laissez faire' approach to this sectoral change, the alternative strategy set out within this report seeks to plan proactively for economic change, accepting that whilst the manufacturing sector is forecast to decline overall, there will be niche sectors and enterprises within this sector which grow and flourish over this period.

Land Ownerships on Trafford Park

2.18 The Park comprises a relatively fragmented ownership including institutional investors; national and local property companies; high net-worth individuals; owner-occupiers; and football-related interests. The level of fragmented ownership on the Park reinforces the need for a comprehensive, broad-ranging consultation on the potential future direction of the Park. Whilst the Park does have over 200 known ownerships, there are a few large strategic landowners such as Peel and Brixton which account for a significant proportion of land on the Park.

2.19 Development opportunities on the Park are limited due to a lack of available sites, although there are believed to be five relatively major sites which are available on the market / set for development. Consultation with landowners and investors in the Park has revealed a series of key issues for the Park, including the introduction of a higher value offering; the increased standard of industrial product being brought forward; congestion charging; Section 106 payments; the potential extension of the Metrolink; and the security and visibility of sites.

2.20 A comprehensive, phased and cohesive redevelopment of the Park is likely to be challenging given the mix of ownerships in the area. There is a willingness amongst some

owners to bring forward schemes, a belief in their longevity and an interest in improving the Park. There is a clear potential to enhance the diversity and appeal of the Park, in particular at gateway areas which will have associated benefits for the core industrial area.

Urban Design

2.21 The analysis of headline urban design analysis of the Park, covering public realm, land use, townscape areas, street quality, landscape and aerial analysis can be summarised as follows:

- **Public Realm:** there is a relatively small amount of clearly defined public space and the most significant - the Ecological Park - is not readily recognisable and has restricted access.
- **Land Use:** the Park has no single predominant land use, though clean shed uses are the most prevalent. The Park can however be divided into seven loose character areas.
- **Townscape Areas, Views, Features, Views and Vistas:** the Park has very view vantage points, and whilst there are several interesting structures in and around the Park, it has very few landmark buildings to orientate or understand areas.
- **Street Quality:** street quality is generally poor, with investment needed in some parts in both roads and pavements. There are pockets of well-established green infrastructure, although there are large quantities of unexploited landscape and ignored features.

Transport and Infrastructure Assessment

2.22 There is potential to significantly improve public transport accessibility through the proposed extension of the Metrolink and new interchange at White City. There are relatively low levels of traffic congestion within the Park. In addition, the Park is favourable for walking in some parts and some of the cycle paths within and surrounding the area are of high quality.

2.23 The current public transport accessibility situation in the Park is an issue for some businesses and employees. Improved public transport is required in order to facilitate more sustainable modes of travel to and from the Park and to enable people without cars to access opportunities on the Park. The size of the Park also inhibits the encouragement of alternative sustainable transport modes of travel. Other areas of concern / required improvements highlighted include pedestrian severance, the current high speeds of traffic in the area, the infrequent rail service and the restricted access to / under-use of the area's Waterways.

Property Market Analysis

2.24 Trafford Park is likely to see a period of transition in certain parts from industrial usage to higher value mixed use developments focused around office, retail / leisure and residential. The key drivers of change within the Park have been highlighted as the Trafford Centre Rectangle and Wharfside / the Eastern Gateway to the Park. The development of these two areas is likely to have a major impact on the future dynamics of the Park.

2.25 In terms of industrial development, the Park has a mixture of less attractive older accommodation and newer accommodation better suited to modern-day occupiers. There has been a recent shift away from larger distribution firms to lighter industry, although there have been four large distribution deals over the past 12 months. There has been some investment in many of the older estates on the Park due to the lack of new large development sites, although the current economic climate suggests that such activity is likely to slow down.

2.26 Office accommodation on the Park has traditionally been of a lower quality offering than elsewhere, although recently there has been the development of a series of higher quality, smaller pavilion type office buildings in the Park. This type of accommodation is expected to continue to succeed on the Park, though it is unlikely that major speculative office developments are likely under the current economic climate.

2.27 There is currently no major residential offering within the Park itself. However, it is expected that residential development will begin to appear within the peripheral areas of the Park in particular around the Trafford Rectangle, Wharfside and Mediacity:uk. The current economic climate, in particular in relation to the house building sector, may mean that such residential development does not occur in the near future though the longer term potential for the Park to accommodate residential schemes remains.

2.28 There continues to be considerable demand from hotel operators to locate in Manchester and the surrounding areas and Trafford Park is viewed as a key location by operators given the relationships with Salford Quays, Mediacity:uk, the Trafford Centre and Manchester United in particular.

Trafford Park Business & Skills

2.29 People travel from a relatively wide catchment area across Greater Manchester and beyond to work at (and visit) Trafford Park, mainly due to its good strategic transport linkages and proximity to the motorway network. Over 60% of the workforce however live in either Trafford, Salford or Manchester, with 50% from Manchester and Salford

2.30 Population forecasts, in particular the working age population, for Greater Manchester are strong, with the trend of decline being reversed in Salford and significant population growth forecast for both Trafford and Manchester.

2.31 Trafford benefits from having a high proportion of higher skilled residents and low unemployment / economic inactivity rates. Its occupational profile is weighted towards higher skilled occupations and it has access to a large graduate educated population in Manchester.

2.32 There are some skills issues to be addresses in the Borough however, particularly with regards to the low level of apprenticeships, high proportion of people with learning difficulties and low representation in Train to Gain sector subject areas. In addition, whilst Trafford is relatively affluent compared with other Greater Manchester districts; there are pockets of deprivation around Partington and Old Trafford in particular.

2.33 Both Salford and Manchester have a high proportion of residents with no qualifications as well as a large number of areas of severe deprivation; this limits the quality of the immediate potential labour force.

2.34 An analysis of the occupation trends and skills forecasts for the major economic sectors located on the Park suggests that all sectors, including traditional industries, will require higher level skills in the future. In particular this will involve Level 3 and Level 4 qualifications. Skills requirements were ranked as high priorities amongst the businesses

surveyed on the Park. The skills of the current and future workforce as well as the need to link opportunities on the Park to areas of deprivation should be a key consideration of the Masterplan.

Business Survey Findings

2.35 As part of the baseline report a survey of businesses located on the Park was undertaken. A range of issues, including current and future property requirements, growth aspirations, business needs and views on the future development of the Park were assessed. Of the 941 surveys that were sent to Trafford Park companies, 120 replied which is equivalent to a 12.8% response rate – representing the views of around 8% of Trafford Park businesses.

2.36 Some of the key findings from the survey can be summarised as follows:

- There is a large proportion of non UK owned businesses on Trafford Park (24.4%).
- There are lots of established businesses in the Park; 55% have been based there for over 10 years. There have been relatively positive views with regards to performance and growth of businesses from the surveyed companies.
- There is little or no collaborative working between the companies, although there is some desire to do more
- Staff skills issues are important to the businesses. Businesses which recruit through apprenticeships and work experience schemes are struggling to find schools to develop these relationships.
- General skill levels amongst the younger generation are a concern for many businesses on Trafford Park. Willingness and overall attitude towards working are seen to be lacking (this is a common response from business surveys).
- Public transport links are seen as lacking within the Park and are considered important

2.37 The response rate to the survey was encouraging, and encouragingly over half of the businesses surveyed requested to be involved in future consultations.

Conclusions

2.38 The policy context is under-pined by the City region development strategy and the role of the Regional Centre as one of the most dynamic economic growth centres in the country. Trafford and Trafford Park will play an important role in securing new investment and employment for the sub-region. The core of the conurbation – Trafford, Manchester and Salford – will experience significant population and employment growth over the next twenty years.

2.39 Trafford Park has changed substantially over the past ten years, with retail and distribution accounting for a very large proportion of employment. Although industrial employment has declined, numbers remain significant and the Park remains a competitive location for a broad range of businesses.

2.40 This transition to a more service based employment location will need to continue, with further decline forecast for manufacturing. This decline is off set by an overall increase in

employment in Trafford, benefiting from growth in retail, distribution and office based employment.

2.41 Land ownership is fragmented and this will make co-ordinated redevelopment difficult. There are a number of major land owners with a long term history and interest in the Park. Close cooperation will be required with the land owners as well as employers in the Park.

2.42 The environment at the core of the Park is dated, with evidence of limited investment in the public realm. Some sites have been re-developed a number of times, and the lack of a design and spatial framework has led to a piecemeal approach to development.

2.43 There is a high degree of confidence/satisfaction from developers and business/employers in the Park. It continues to be viewed as a competitive location, although improvements are required. It continues to offer fit for purpose for many users, although in some cases this has led to parts of the Park becoming unattractive to many other types of user. It is a complex mosaic of uses. The problems facing employers, such as recruitment of skilled labour and satisfaction with young candidates, are not Trafford Park specific, although they are affecting local employers.

2.44 The majority of business users in the Park are used to the limited public transport links, although this is seen as a limiting factor by many. The new Metrolink will provide a new opportunity, although the low density of the Park makes the economic case for the siting of tram stops problematic.

2.45 The property market is active, although current conditions will bring to an end speculative development. The Trafford Centre and its environs and Trafford Wharfedale offer potential for further diversification, including office and residential, although market conditions will affect the pace of new development.

2.46 All of these factors combine to present a challenge for Trafford Park and unprecedented opportunities. The need to accelerate the pace of change is matched by new opportunities arising from the success of the City region economy. The potential benefit from wider population and employment growth is enhanced by the proximity to the city centre and Salford Quays.

3 Draft Vision and Spatial Framework

Vision Statement

3.1 The Vision Statement is intended to highlight the unique offer that Trafford Park provides, being one of the few locations to continue to have industrial employment at the heart of its offer. The Vision for Trafford Park is set out below:

"Trafford Park - the North West's Premier Business Location - will build upon:

- its location at the heart of one of Europe's leading City Regions,***
- its heritage as the region's leading industrial hub,***
- its emerging status as a centre for tourism and leisure activities,***
- its excellent rail infrastructure (including light, passenger and freight), road and waterway frontages,***
- its proximity to a internationally significant creative industries cluster and***
- its aspirations to become a location for new low carbon technologies and infrastructure***

to create a set of successful and sustainable business environments which meet the aspirations of new and existing:

- digital and new media and financial and professional companies,***
- high value manufacturing clusters with future growth potential,***
- multi-modal logistics, and***
- leisure and visitor economy."***

3.2 The Vision statement describes the Park's aspirations as a sustainable low carbon location that appeals to a market beyond the City Region whilst also preserving its reputation as a place where manufacturing can flourish in the 21st Century.

Introduction to Objectives

3.3 Five objectives have been set out to help ensure that progress is made to transforming the Park in line with the Vision Statement. These are:

- **Objective 1: Meeting the Demand from a Diverse Range of Sectors:** *To continually adapt the Park in a planned manner through the promotion of quarters/districts which meet the demand of modern businesses from a diverse range of sectors.*

- **Objective 2: Improving Transport Infrastructure:** *To provide a transport infrastructure with an emphasis on sustainable transport, which increases accessibility to, and navigation in, the Park.*
- **Objective 3: Delivering Critical Infrastructure:** *To ensure that utilities and other business critical infrastructure is competitive with the premier business locations nationally and internationally and seeks out low carbon alternatives where feasible.*
- **Objective 4: Marketing and Promotion:** *To maintain high levels of new investment in Trafford Park through strong branding and marketing which promotes the Park and the Regional Centre as a leading location for inward investment.*
- **Objective 5: Supporting Competitive Businesses:** *To provide supporting actions which help existing and new companies to improve their competitiveness.*

3.4 These five objectives require both a clear spatial framework and the development of implementation and funding plans to take forward key areas of advocacy and public sector led intervention.

3.5 There are a number of underlying principles which will contribute to the development of Trafford Park. These are:

- **Sustainability:** Sustainability and a commitment to the development of low carbon infrastructure will be at the heart of all new proposals to help tune Trafford Park into the sustainability agenda and position it as a low carbon business location.
- **Public/private partnerships:** with a recognition that new investment needs to be private sector led, with the public sector helping to create the conditions for reinvestment and new investment; and
- **Economic contribution:** maximising the Park's contribution to the City Region and Regional Economic Strategy, linking new development to priority sectors and other region wide economic objectives.

Objectives

3.6 The following section identifies each objective describing the various elements of each one and detailing what in particular needs to be addressed in order to realise the objective.

Objective 1: Meeting the Demand from a Diverse Range of Sectors

3.7 Trafford Park has already adapted from its original role focussed on industrial employment, to a more diverse portfolio, with distribution and retail now playing an important part in maintaining and increasing employment numbers. Economic forecasts suggest that this broadening and diversification will continue, and the Park would benefit through the development of distinctive business environments where particular sectors and activities can flourish. This has already begun to happen and a spatial framework needs to help formalise and develop this approach.

3.8 The forecast for Greater Manchester and Trafford are very positive, suggesting that Trafford Park will continue to play an important role of securing re-investment and new

investment at the core of the conurbation. While manufacturing employment within the wider sub-region will decline, Trafford Park is a very strong location for industrial investment.

3.9 The Park needs to provide a high quality office offer to help secure investment in business services, creative, digital and new media industries complementing and benefiting from Mediacity:UK and its proximity to Manchester City Centre.

3.10 The Park also has the opportunity to make a significant contribution to the Environmental Technologies sector, a high priority for the NWDA and will continue to be a leading location for re-investment and new investment in Food and Drink, again a priority sector for the NWDA.

3.11 There are opportunities in the medium term to capitalise upon waterways and light, passenger and freight rail infrastructure and creation of improved staff facilities to help develop a more sustainable and competitive distribution industry.

3.12 At over three miles long and two miles deep, Trafford Park is a large area, and the developments of the past twenty years, including at Salford Quays, have transformed the geography of the Park. In order to support the Vision, the Spatial Framework needs to take account of recent changes and future prospects. There are three broad areas which lend themselves to different types of development and use. This either because of their existing location and current use or because of their proximity to other influential areas and the potential for them to capitalise on overspill development from these areas. These are summarised as follows:

- **Trafford Wharfside** - with potential for mixed use development including residential, a high quality office offer aimed at knowledge based industries including creative and digital industries. (This will be Trafford's contribution to Mediacity:UK) and is where the developing tourism /visitor destination offer linked to sport.
- **Trafford Rectangle** - already a major retail destination, with further leisure and office related potential, new housing development on the waterfront and canal has the potential to further increase the contribution of this important, high profile location.
- **Trafford Park Core** - with a recognised informal distribution zone, and a diverse offering for industrial services and manufacturing employment. The use of informal zoning will help to develop higher value sub locations for new investment in manufacturing and related activities. This area is the major challenge, as the core includes an exceptionally wide range of uses. There are four informal zones
 - environmental management (on the south bank of the Ship Canal, which also acts a disincentive for other uses)
 - Distribution
 - The Enterprise Village, and
 - Trafford Park Hub where many of the larger industrial units are located. These hubs are all set within the main Park mosaic.

3.13 A spatial framework is required to help develop new opportunities which meet the needs of a broader range of sub sectors and take advantage of forecast economic growth and the Parks location at the edge of the Regional Centre. A visual representation of the spatial framework can be seen in figure 4.1 later in this section.

Objective 2: Improving Transport Infrastructure

3.14 Transport infrastructure is crucial to securing re-investment and new investment in the Park. This includes its accessibility for those who work on the Park, suppliers of services to local employers, and leisure and shoppers visiting the Trafford Centre. The Park has developed over the past four decades as a location primarily accessed by car, and public transport journeys are low. The need to provide for more suitable modes of transport will be provided with a new impetus when Metrolink is extended, although the low density of the Park makes the routing of the line a challenge.

3.15 There is a need to help visitors find their way around the Park, and to distinguish between the major zones. This requires a better lay out of the road infrastructure, as well as signing improvements. New investment in roads and junctions needs to be linked to the (re) development of parts of the Park to improve the quality of offer, including potentially a high specification location for industrial sectors.

3.16 There is a need to establish a step change in the quality and image of public transport to help reduce the need to travel by private car by substantially increasing accessibility by sustainable modes of travel including public transport, cycling and walking. This will be helped by actions which reduce severance and improve permeability to and through Trafford Park, in particular for pedestrians and cyclists; and improve the legibility of Trafford Park through enhanced signage/zoning;

3.17 With regard to the movement of goods, it will be important to ensure good access to the trunk road network, especially for freight traffic, while at the same time building on the role of the world freight terminal and make certain future alternatives to road freight transport are promoted. In the medium term, utilising the resource of the Manchester Ship Canal for transport and freight as well as a catalyst for environmental improvement and regeneration will be an important objective for stakeholders.

Objective 3: Delivering Critical Infrastructure

3.18 While transport infrastructure is a high priority for employers on the Park, there are a number of other constraints which will impede new investment. This includes gas, electricity and water, waste disposal and broadband and ICT infrastructure. There is a need to anticipate future demand as well as react to immediate concerns.

3.19 It is envisaged that utility supply and distribution companies will be engaged in the process of developing masterplan proposals for the future of Trafford Park.

3.20 Importantly, the Masterplan provides the opportunity to explore the potential for strategic measures aimed at improving sustainability across the Park. This will include the identification of opportunities for innovative new low carbon technologies such as renewable energy generation, waste to energy projects and enhanced energy efficiency.

Objective 4: Marketing and Promotion

3.21 Trafford Park has a long established identity, although many investors may have an out-dated idea of what the Park has to offer. In an increasingly competitive market place it will be important to continue to promote the destination, while up-dating its image.

3.22 The spatial framework sets out a series of informal zone and these can help to update and modernise perceptions of the Park as a location for successful and growing companies, positioned the heart of the sub regional economy.

3.23 This will involve much more effective promotion and marketing, set within the context of the marketing of Trafford Borough; the further development of business networks, particularly those linking business to sub regional networks in their specialist areas (allowing local business can promote the Park to other companies) and improved communication within the Park, including coordinating messages and promotional activities between agencies such as Business Links and Job Centre Plus and business organisations as the Chamber of Commerce.

Objective 5: Supporting Competitive Businesses

3.24 Maintaining high levels of employment and developing new opportunities at the Park involves more than investment in the physical enhancement and building new premises. There is a need to strengthen the competitiveness of existing companies (1,400 in total) and to support new inward investors in their early years at the Park. These supportive actions can increase and sustain the economic impact of the Park to the sub-regional economy.

3.25 At the same time, the Park can make a major contribution to regional priority sectors, both through its existing business base and re-investment and new investment. The North West has 1,500 companies in the environmental technologies and some 53,000 jobs in this sector and so is already well placed to develop new opportunities from activities forecast to grow over the next ten years. The Park is ideally located to host a number of companies, contributing to both economic and environmental objectives. Food and drink is another priority sector where the Park has a major role to play, particularly with regard to regional food production. This sector is now the largest manufacturing sector on The Park with a company profile and employment levels of regional significance.

3.26 There are two other priority sectors – creative and digital and business and professional services – where strong employment growth is forecast. Parts of the Park, notably Wharfside could contribute to a strengthened locational offer in support of Mediacity:UK and the Regional Centre.

3.27 There are three principal areas where supportive actions are required. These fit in with existing public sector commitments, and involve the targeting of resources in a co-ordinated manner. The areas are:

- Workforce skills development and company recruitment programmes in partnership with the Learning and Skills Council, where ensuring Level 2 qualification across the workforce is a regional priority and up-skilling at Level 3 is crucial to regional competitiveness and the plans set out in the City Region Development Programme.
- Linking employment opportunities to local residents, particularly residents in disadvantaged neighbourhoods in partnership with Jobcentre Plus, supporting the Greater Manchester Flexible New Deal and the Multi Area Agreement.
- Providing support for high priority sub sectors and niches which contribute to regional economic objectives in partnership with Business Link, with a focus on environmental technologies and food and drink, and creative and digital and business and professional services in the medium term.

The Enterprise Village offers a potential location for smaller companies and facilities such as workspace, incubation space and training facilities, linked to priority sectors and support for small business

Development of the Spatial Framework

3.28 Trafford Park is a large area and the developments of the past twenty years, including at the Trafford Centre and Salford Quays have transformed the geography of the Park. The Spatial Framework has been developed to support the Vision by taking into account recent changes and future opportunities of particular areas of the Park. The Baseline Assessment and subsequent consultations revealed that there three broad areas in the Park which are defined by both their location and current uses.

3.29 Figure 3.1 over page illustrates the proposed Spatial Framework for Trafford Park.

3.30 **Trafford Wharfside** - At the eastern end of the Park, Trafford Wharfside is oriented towards the Regional Centre, a feature which has become more pronounced with the arrival of the Imperial War Museum and now Mediacity:UK. The density of development in and around Mediacity:uk will make this area potentially very urban. Strong design principles and characteristics are required to reduce the prospect of the area becoming an over dense office park, although an emphasis on mixed use and associated residential development should help prevent this.

3.31 This area should be seen as an urban extension with planning guidance developed on uses and layout. The priority should be on ensuring that the area from the swing bridge down to The Village should have a bustling and secure public realm running legibly between cultural, office, service and residential uses. It is predicted that together these elements will create a whole area with an identity that is greater than the sum of its otherwise disparate parts.

3.32 Trafford Wharfside could capitalise on its proximity to Salford Quays and act as an extension of the Quays and part of a thriving media and knowledge based centre of international significance. It will include a mix of high quality office, residential and leisure and effectively act as a powerful new business district for Trafford. It will form part of a strong axis from Quays, Media City, Lowry, IWM, MUFC and Old Trafford.

3.33 In the longer term (post 2025) the influence of this area may extend further west along the Ship Canal and possibly around the Ecological Park, although there is unlikely to be significant change in these areas over the Masterplan period.

3.34 There is a need for a clear masterplan and development plan for Trafford Wharfside, particularly given the need to match the quality of development at Salford Quays and Mediacity:uk. While the masterplan will focus on linkages to the Quays and the Regional Centre, it also needs to incorporate stronger linkages to the Village and to Trafford Park Central.

3.35 The **Trafford Park Core** represents the traditional industrial heart of the Park. There are four informal zones that have been identified as having potential for incorporation into the masterplan process. These are the Trafford Park Hub, The Village, Environmental Management Cluster and the Distribution Centre.

3.36 The *Trafford Park Hub* is an area dominated by large manufacturing and industrial units which are clustered around the Parkway Circle. To an extent, the central area of the Park still functions as originally intended and makes a significant contribution to the wealth and employment of the region. The Park has done well to manage the move away from manufacturing with many places in the Park now successfully accommodating distribution.

3.37 This then leaves an area of about a square mile for the Park to carry on doing what it has always done - providing flexible well serviced industrial sites but again in a way that brings to the fore the best it has to offer. Many in the Greater Manchester area will want to have access to employment that involved getting your hands dirty just as many businesses in Greater Manchester will always need access to those kinds of services. That said they do not need to be on the main streets through the Park.

3.38 The roundabout junction at the heart of this area here works very well. Arguably it is over-engineered but this could be a locational advantage, such is the success of the planting here that it would be possible, as buildings are replaced, to locate those larger businesses requiring office as well as 'shed' space around this junction so that they would look as if they had genuine park location. This would create an actual centrepiece to the whole area that is

does not currently have and which is a failing both in terms of emphasis, identity and way finding. There needs to be a landmark here, which can be most effectively provided through townscape, rather than public art. This is a working area so it should be workplaces that makes that landmark, gathering together the biggest users around this roundabout holds the possibility of creating something unique to the Park.

3.39 The *Village* is a small area to the south west of the existing Wharfside area and is already a fairly well defined area. This was originally a residential core to the Park almost all of which has now gone but the tight grain of the former terraces has to some extent been preserved around the high street area which has a number of local business services. There is an opportunity in this area to enhance its status as the district service centre. It is also well placed to benefit from the regeneration of Wharfside and specific attention should be paid to improving its connectivity and integration.

3.40 *Distribution Cluster* - The HGV movements associated with distribution and other industrial uses around the core are considerable. By supporting the consolidation of the distribution cluster close to the freight terminal in the south and creating an improved link and junction from the current distribution hub near the freight terminal and routes to the M60 and M602, it would be possible to establish an area that over time will enable sites in others areas to be freed up as distribution consolidates around the advantages here. With large HGV movements taken off some routes it is anticipated that sites around them will be available for higher value uses.

3.41 *Environmental Management Cluster* - To some this may mean it is just a waste processing area, but in the 21st century this is no longer the case. The cost of waste disposal is slowly but surely giving rise to a new type of business that seeks to reclaim as much reusable material from waste streams as possible, as this impetus moves on the sector will have more and more technically advanced requirements. Even relatively 'low tech' operations will have to be done in cleaner environments, reducing the 'bad neighbour' nature of these businesses and ensuring that recyclates are of the highest and therefore most valuable quality. With careful planning again it should be possible to put business and facilities together in such a way that 'dirty' areas of the Park are reduced to the absolute minimum and downstream business that will benefit from synergies and co-locations are given access to them. This model sees the Cargill facility as a fixed item but with neighbours that are suited and in such way as to give a new identity to this northern fringe of the Park that can run seamlessly into the other if the markets grows that way or stay as two distinct foci of activity if not.

3.42 The **Trafford Rectangle** includes the Trafford Centre, a regional retail and leisure hub with scope to be complemented by a range of other office, leisure and residential development. The planned extension of Metrolink will provide the opportunity for increased sustainable travel options to be put in place for this key regional attraction.

3.43 Remaining development sites around the Trafford Centre provide the opportunity to establish a significant residential community to the eastern edge of Trafford Park - particularly focuses upon the Trafford Quays development site. This site is identified within the Greater Manchester Growth Point Programme of Development as a strategic housing site with the scope to provide in the order of 2000 new homes.

3.44 Consideration should be given to the scope to further expand the residential role of the Trafford Rectangle through the redevelopment of appropriate sites lying along the Bridgewater Canal. This would act to create a sustainable residential community which could support its own schools and community infrastructure. The establishment of a residential

community in this location would offer the potential to create a more mixed use environment, anchor public transport connections outside of peak hours and potentially provide the opportunity for people to live closer to their place of work. Consideration should be given to the anticipated scale, tenure mix, affordability and unit size of proposed housing, to ensure that a sustainable community is established.

3.45 The preparation of a strategic masterplan for the Trafford Rectangle site should also consider the potential for new office accommodation to be developed as part of a mixed use district. Whilst the Venus development demonstrates a potential demand for 'grade a' office accommodation at the Rectangle, this clearly presents policy tensions, and a sequential approach would set out a clear preference for such developments to be located within or closer to the heart of the regional centre.

General Comments

3.46 The approach outlined above seeks to establish a spatial strategy for the whole of Trafford Park which recognises the nature of the economic change which is forecast to occur over the course of the next 25 years. The strategy begins to identify areas of change where new higher value sectors may be encouraged to establish and grow, and potential locations for business cluster support (eg distribution and environmental technologies). The intention here is to provide a clear vision as to how the Park may evolve and change, and to provide a lead for business support and infrastructure development, but not to put in a place a rigid zoning policy which would inhibit future investment. A key challenge in taking these recommendations forward will be to ensure that this approach is successfully enshrined within the emerging Local Development Framework in a way which provides vision and clarity, without imposing unnecessary restrictions upon future growth.

Objective 5: Supporting Competitive Businesses

3.47 Maintaining high levels of employment and developing new opportunities at the Park involves more than investment in the physical enhancement and building new premises. There is a need to strengthen the competitiveness of existing companies (1,400 in total) and to support new inward investors in their early years at the Park. These supportive actions can increase and sustain the economic impact of the Park to the sub-regional economy.

3.48 There are three principal areas where supportive actions are required. These fit in with existing public sector commitments, and involve the targeting of resources in a co-ordinated manner. The areas are:

- Workforce skills development and company recruitment programmes in partnership with the Learning and Skills Council.
- Linking employment opportunities to local residents, particularly residents in disadvantaged neighbourhoods in partnership with Jobcentre Plus.
- Providing support for high priority sub sectors and niches which contribute to regional economic objectives in partnership with Business Link.

4 Trafford Park Strategic Masterplan and Delivery

Introduction

4.1 This report has set out:

- a summary of the Baseline Assessment;
- a review a series of Case Study assessments of similar business locations across the UK and abroad;
- the key findings of business consultation workshops; and
- a proposed vision and objectives for Trafford Park.

4.2 This final section of the Report provides guidance regarding the proposed implementation and delivery arrangements which will see The Vision successfully taken forward.

4.3 In order to achieve effective delivery, it is recommended that a Strategic Masterplan is prepared for Trafford Park. This will build upon the work which has been done to date and will comprise:

- an overarching spatial framework,
- a series of three 'inset' masterplans and
- a set of thematic policies and strategies.

4.4 This chapter explains each of the spatial policies in more detail and also highlights the principal projects. The final sections look at potential delivery mechanisms, recommended next steps and a proposed schedule for delivery.

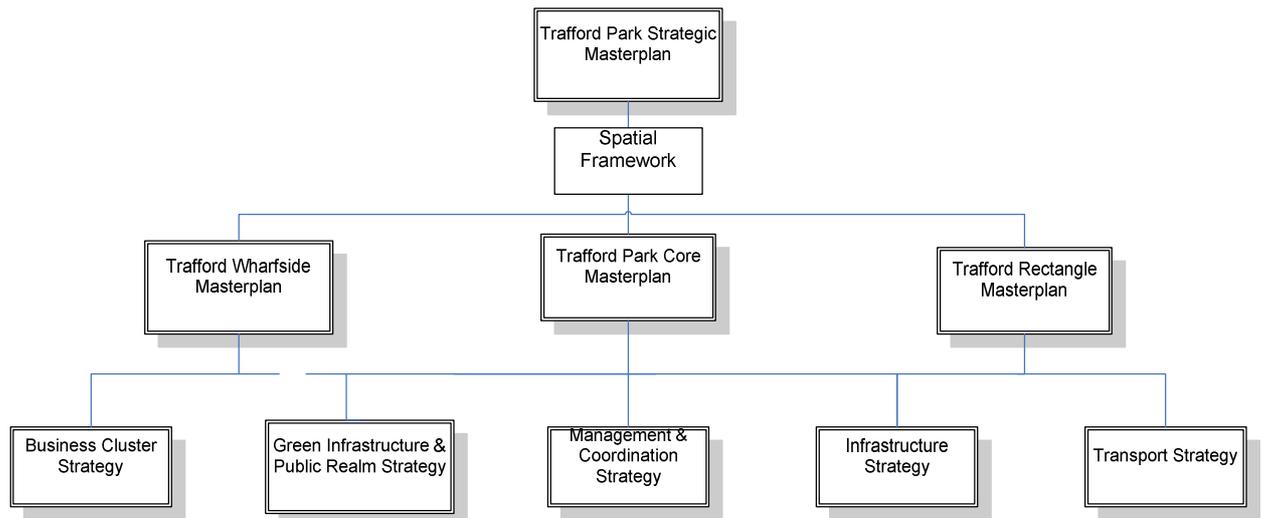
4.5 Importantly, the Report also describes the proposed organisational delivery arrangements required to bring forward the development of Trafford Park. The final delivery model will be agreed through consultation with key public sector agencies and the private sector as the Strategic Masterplan is prepared, and this Report sets out the range of potential delivery tools which may be considered appropriate.

Trafford Park Strategic Masterplan

4.6 The Strategic Masterplan is made up of a number of different elements which will help to deliver the overall vision and objectives for Trafford Park. The Strategic Masterplan consists of three inset Masterplans which in turn are underpinned by a series of principal projects that help to form essential elements of each of the spatial policies.

4.7 Figure 4.1 illustrates the various components of the Trafford Park Strategic Masterplan.

Figure 4.1 Trafford Park Strategic Masterplan and component documents



4.8 This Park-wide Strategic Masterplan will be developed during the proposed masterplanning phase for which the baseline assessment and Vision Report has been the preparatory work. It will take forward the three inset spatial policies and also build more detail into thematic delivery components of the study as illustrated in the diagram above.

Inset Plans

4.9 Forming the overall Strategic Masterplan is a collection of three inset plans which help guide development in each of the areas identified in the spatial framework plan in Chapter Five. These cover Trafford Wharfside, Trafford Park Core and the Trafford Rectangle. As each of these areas has different planning and development requirements, the Inset Masterplan for each area will differ in its character and content. A description of each is set out below.

4.10 **Trafford Wharfside Masterplan:** This has been established as an area of significant physical development which will see the area transformed to a mixed use neighbourhood - providing opportunities for office, residential and leisure developments in particular. Over the course of the next 20 years, the Masterplan would see Trafford Wharfside become a high value, urban neighbourhood that is defined as Media City. With strong physical connections through to Salford Quays, Manchester City Centre and the Old Trafford neighbourhoods to the north.

4.11 The production of a masterplan for the area has been identified as the most appropriate way of encouraging suitable development in this area. The masterplan should not be overly prescriptive as it will need to retain a high degree of flexibility to allow for future market changes.

4.12 It is recommended that the Masterplan is produced in close consultation with key landowners across the area, and engagement with Salford and Manchester Councils will also clearly be key. This will ensure buy-in at an early stage and help to avoid potential issues at the Wharfside Masterplan adoption stage.

4.13 The Trafford Wharfside Masterplan would include:

- Site specific proposals that define the masterplan concepts including appropriate uses and the creation of the associated development briefs.

- Identification of key transport connections, green infrastructure and public realm improvements. In particular this will consider connections between Lancashire Cricket Club, Old Trafford Stadium, the Imperial War Museum, the Lowry and Salford Quays, as well as East - West connections between Manchester City Centre and the heart of Trafford Park (including public transport connections and links to the Village).
- Design guidance which would help to establish a clear planning and building design context which aims to ensure that new development is of a high standard. This would also include the definition and refinement of gateways and vistas.
- An assessment of critical infrastructure and utility capacity required to service the new development - including opportunities for renewable energy and sustainable design.
- The work would also include funding and delivery, and a programme for implementation.

4.14 A clear strategy will be established to embed the Masterplan within the Local Development Framework. Principally, this will be through the emerging Core Strategy, although subsequent Supplementary Planning Documents should be produced to provide a greater level of detail regarding the character of development envisaged.

4.15 **Trafford Park Core Masterplan:** This will be less prescriptive than the Masterplan for the Wharfside Area, reflecting the more organic nature of growth and development within this core area. As an employment site of national significance the development of the Core Masterplan will contribute to the investment and sectoral priorities set out in the Regional Economic Strategy and the NWDA Corporate Plan.

4.16 The Trafford Park Core Masterplan will identify cluster areas for potential growth sectors, without establishing a rigid zoning strategy. These will specifically focus upon distribution, food and environmental technology sectors. The development strategy's support for these key clusters should draw closely upon the thematic Business Cluster Strategy described in greater detail below.

4.17 It will consider how transport connections, new development, green infrastructure, signage and branding can be utilised to create an enhanced 'sense of place' within the Park - improving navigability and the overall quality of its environment.

4.18 The Masterplan will identify potential development sites (particularly based around areas with high levels of vacancy) and propose a series of development briefs which could bring these sites forward.

4.19 A Design Code should be produced which outlines the key principles for new developments, including building height, massing, approach to landscaping and orientation, along with strategic issues such as energy efficiency standards and renewable energy integration.

4.20 A clear strategy will be established to embed the Trafford Park Core Masterplan within the Local Development Framework. Principally, this will be through the emerging Core Strategy, although subsequent Supplementary Planning Documents may be appropriate along with design briefs for individual sites.

4.21 **Trafford Rectangle Masterplan:** The final inset plan area is for the Trafford Rectangle. It is proposed that a Masterplan should be developed for this area, which in terms

of the level of detail contained, lies somewhere between the approach taken for Wharfside and the Core of the Park.

4.22 Rectangle masterplan will deal with land use strategy and site-by-site allocations. Particularly this will consider the Trafford Quays site, and other development locations adjacent to the Bridgwater Canal.

4.23 The Masterplan will consider strategic design guidance, development capacity, mix of use and anticipated outputs. With particular reference to the proposed residential development, the Framework will consider the mix, tenure and scale of development proposed, along with issues of phasing and the delivery of community infrastructure such as schools.

4.24 A clear strategy will be established to embed the Rectangle Masterplan within the Local Development Framework. Principally, this will be through the emerging Core Strategy, although subsequent Supplementary Planning Documents may be appropriate for key sites.

Thematic Strategies

4.25 The following supporting strategies are proposed to underpin the overall Strategic Masterplan for Trafford Park:

4.26 **Business Cluster Strategy:** An economic development action plan/strategy to help create and support sector clusters on the Park. This should be aligned with the sector and cluster priorities for the NWDA and prioritised by the Borough. This is likely to include environmental technologies, food and drink and logistics.

4.27 The cluster strategy needs to be closely linked to the skills and business support priorities of the Borough, and other plans to develop the Enterprise Village as a centre for smaller enterprises and local services. This is also likely to be the location of any new training facilities which may be relevant to the 1,400 companies based on the Park.

4.28 The Business Cluster Strategy will be linked to and contribute directly to the targets set out by the NWDA. The work with regard to workforce skills will directly contribute to the targets set out by the Learning and Skills Council. The Trafford Business Cluster Strategy will also contribute to regional ERDF and ESF objectives.

4.29 **Green Infrastructure and Public Realm Strategy:** This will outline a clear strategy for the area's public realm and open spaces which will clearly support its role as a successful business location.

4.30 The strategy should acknowledge key gateways, corridors and nodal points - which will assist in creating a stronger sense of place and improving orientation and wayfinding.

4.31 The plan should pay particular attention to key assets including: the Bridgwater Canal, Manchester Ship Canal and Trafford Ecology Park, along with more localised features of architectural or townscape merit including the Village and more contemporary landmarks such as the Chill Factor.

4.32 **Management and Coordination Strategy:** Further engagement will be required to develop a strategy for the management and coordination of Trafford Park. These arrangements would aim to facilitate improved dialogue and engagement between the public sector and the local business community, landowners and developers; along with additional business to business networking.

4.33 This may take the form of an informal partnership, or a more structured organisation such as a Business Improvement District although the BID model is only really applicable to smaller zones rather than The Park as a whole. The Management and Coordination strategy will feed into the overall governance arrangements outlined below, and will address issues including:

- business development (in addition to the Business Cluster Strategy),
- marketing,
- public realm management and
- strategic skills development (in addition to the Business Cluster Strategy).

4.34 **Infrastructure Strategy:** In liaison with utility companies, an Infrastructure Strategy should be established which considers:

- projected future demand for utility infrastructure,
- network capacity,
- planned infrastructure investment,
- opportunities for renewable energy generation, and
- design standards which aim to improve efficiency and sustainability (including BREEAM standards, Sustainable Urban Drainage Standards, Code for Sustainable Homes etc)

4.35 **Transport Strategy:** There are already a number of established transport proposals aimed at improving the accessibility of and delivering the vision for Trafford Park. Our approach is to build on these and promote an overall transport strategy for the area.

4.36 The key components of this are outlined below:

- Improvements to the public transport offer throughout Trafford Park
- Proposals to establish an effective and straight-forward highway hierarchy
- Measures to enhance conditions for cycling and walking
- Mechanisms to promote improved travel planning

4.37 Further details of the emerging transport strategy are set out at Appendix A.

Strategic Masterplan Summary

4.38 The approach outlined above sets out the proposed scope for a Strategic Masterplan for Trafford Park which will build upon the work undertaken to date on this commission, and create a suitable development framework for the future growth and development during the next generation of its evolution.

4.39 Without the kind of strategic interventions outlined above, there is a risk that areas of the Park may become obsolete as the region's economy changes over the next 25 years. By adopting the approach outlined, partners will be able to position Trafford Park so that it can once again capture the full potential of the region's evolving economic base, and remain a key economic driver for the Manchester City Region and the North West as a whole.

4.40 The next section of this report describes the delivery arrangements which may be considered in order to bring this strategy forward.

Delivery Options

4.41 There are a number of options for potential delivering new investment to meet the objectives set out for the Trafford Park Strategic Masterplan. The suitability of each of these options is discussed in relation to the Trafford Park context. The options have, however, to be set in the context of other delivery challenges within the Borough, including economic growth in other locations and housing growth in terms of sub-regional targets.

4.42 The three options are:

4.43 **Urban Regeneration Company:** It is highly unlikely that regional and national stakeholders will support the creation of a new Urban Regeneration Company in relation to the Park, given the proximity of two URCs in East Manchester and Central Salford.

4.44 **City Development Company** as outlined in the Local Government White Paper. CDC's aim to bring together businesses, developers, local authorities, and investors, to instigate and progress economic growth in cities. The Creative Sheffield model has been highlighted as a potential example of best practice. This is a potential medium term option, and would be dependent upon the existence of strong internal capacity with a track record of delivery, and robust economic and spatial plans for the wider Borough.

4.45 **District Wide Delivery Partnership** led by the The Trafford Partnership and The Trafford Economic Alliance could manage economic investment and the implementation of the various Strategic Masterplans, including Trafford Park. Individual agencies would then be identified to take forward the various projects which underpin the Framework depending on whether the project was economic or housing-led. This could potentially have similarities to the City South Partnership model and initial feedback suggests that this could well be the preferred option. These arrangements need to tie in with the NWDA's response to the Sub National Review and the HCA's emerging role and remit.

Trafford Economic and Spatial Investment Framework

4.46 The delivery of the Trafford Vision needs to be considered in the context of the other major development challenges which will contribute to the economic prosperity of the Borough and increase the contribution which Trafford makes to the sub-regional economy. This will involve an over-arching economic and spatial strategy for the Borough, which takes account of economic and housing objectives. This will be important in identifying the most effective implementation arrangements and the resources needed to strengthen delivery capacity.

4.47 A pre-requisite to strengthening delivery arrangements is the finalisation of a Borough wide Economic and Spatial Investment Framework of which Trafford Park will be a key component. This document will build on the Economic Strategy, recent masterplanning work and the recently agreed Growth Point submission to prioritise actions, assess delivery resources across the Borough, and to phase actions over the next five, ten and fifteen years.

4.48 Subject to governance and delivery capacity there are then a number of approaches to taking forward elements of the Vision for Trafford Park and this will include determining the suitability of local and project specific models such as a Business Improvement Districts and joint ventures which could help drive forward certain elements of the Framework.

4.49 There is also scope to deliver Business Clusters work such as in food and drink, logistics and environmental technologies, possibly linking support facilities and services to new development in the Enterprise Village.

5 Emerging Transport Strategy

Introduction

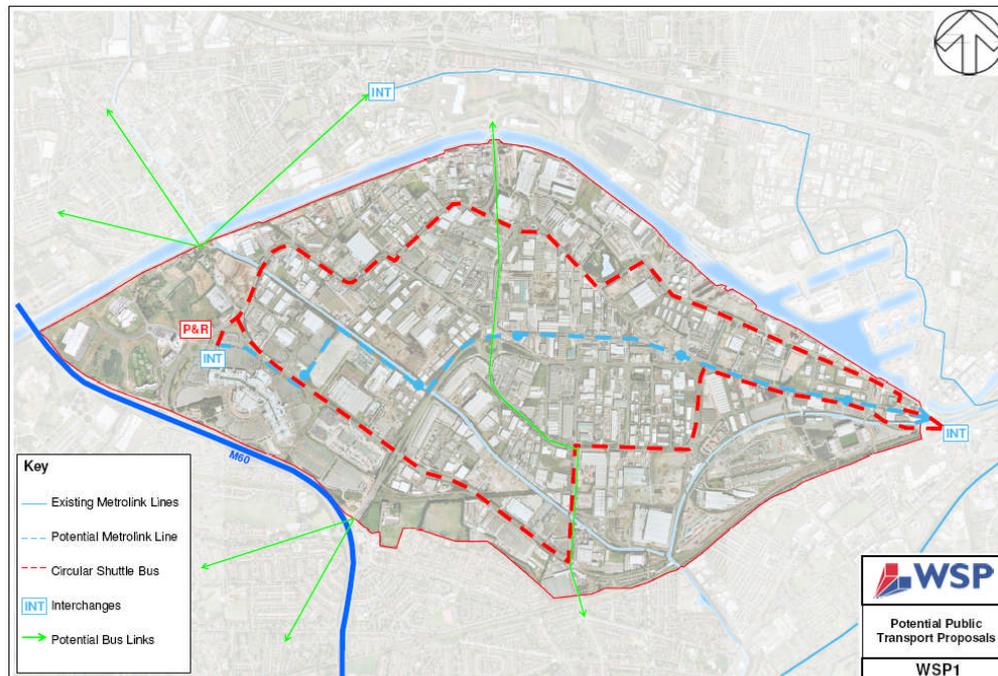
5.1 The following chapter outlines the emerging Transport Strategy which has been developed as part of one of the underlying thematic strategies as outlined in Chapter Four.

5.2 There are already a number of established transport proposals aimed at improving the accessibility of and delivering the vision for Trafford Park. The proposed approach is to build on these and promote an overall transport strategy for the area. The components of this are outlined below.

Improve the Public Transport Offer Throughout Trafford Park

5.3 To improve accessibility and deliver a step change in the provision of public transport within Trafford Park the following proposals are likely to come forward over the next five year period, providing funding is made available. Figure 5.1 below illustrates the following proposals:

Figure 5.1 Public Transport Proposals



5.4 Trafford Park would benefit from the proposals for a new rail station in the vicinity of White City. In particular the eastern areas of The Park will be within a walking catchment of the station and the rest of Trafford Park will be accessible to the station through interchange with Metrolink and bus services. The facilities at the station will therefore need to be of a high standard to maximise the function of the interchange.

5.5 A Metrolink route from Pomona to the Trafford Centre area, through the centre of Trafford Park. The detailed alignment of the route is still being determined but there would be advantages in Metrolink stops being provided at key locations along the route such as in the Trafford Wharf, The Village, The Heart and the Trafford Centre. The Metrolink route could terminate at a Park and Ride facility in the vicinity of Junction 10 of the M60.

5.6 A number of bus service proposals are also envisaged to serve the Trafford Park area in the future, these are:

- a circular shuttle bus service operating a route along the radial corridors to the north and south of the Metrolink route, which also serves the Trafford Centre and the Metrolink stops in the east of Trafford Park and the proposed White City rail station.
- There are existing bus services which connect the Trafford Centre bus station with the Eccles public transport interchange. It is conceived that these bus services will be enhanced to integrate the Eccles and Trafford Park Metrolink lines and also to improve access between The Park and this area of Salford.
- There are also a number of bus services which operate between areas to the south and west of Trafford Park to the Trafford Centre. It is also envisaged that these connections will be strengthened in the future.
- Linked to the aforementioned bus service options it is suggested that a north / south bus route between Stretford and Eccles, potentially connecting the Altrincham and Eccles Metrolink lines is considered. This bus service would operate through the central spine of Trafford Park, in particular serving The Heart zone of the Park.

5.7 To ensure the less accessible catchment areas of Trafford Park have a public transport connection to employment and other facilities in The Park it is suggested that a demand responsive bus service is introduced. This would also have the added benefit of providing a public transport service outside the core operating hours of conventional bus and Metrolink services and would therefore suit shift working employees. This could be set up as a Social Enterprise bus service in the area.

5.8 The aforementioned proposals aim to in particular to support growth in the west and east of the area but also significantly improve accessibility in the central area of Trafford Park.

5.9 To maximise the benefit of the significant investment in a Metrolink route through Trafford Park the higher density developments should be focused in the vicinity of the Metrolink stops. These stops should therefore be a focal point for activity within Trafford Park which will therefore generate high levels of patronage for Metrolink..

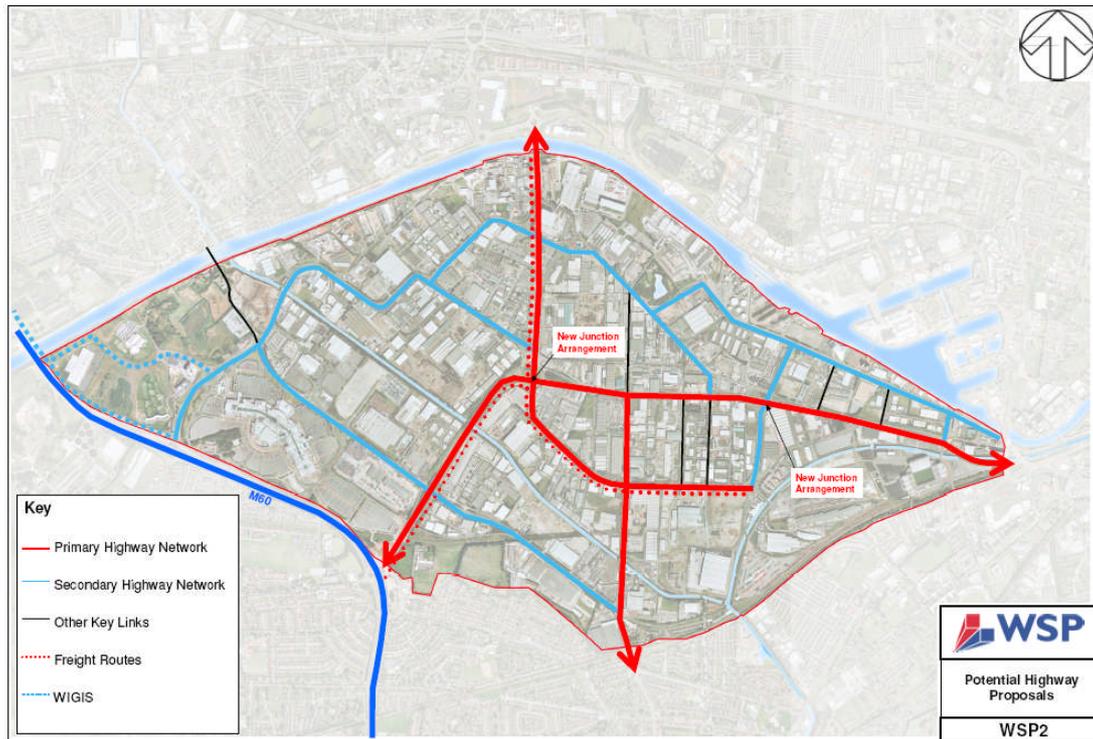
5.10 We would also suggest that options are investigated to make use of new and innovative forms of transport such as ultra light transit. Such proposals could have a role in linking major concentrations of employment to the retail and leisure facilities at the Trafford Centre. Both the ultra light transit and the Metrolink proposals will also seek to utilise the existing assets of the disused rail lines that exist within Trafford Park.

5.11 Water transport is also a feasible option to increase travel opportunities in the area. In particular, there is potential for a service to be introduced in the Irwell City Park area and Salford / Trafford Quays areas. It is suggested that this mode of travel is further investigated to develop a Water transport strategy for the area.

Establish an Effective and Straightforward Highway Hierarchy

5.12 With the planned intensification of land uses in Trafford Park and to improve the legibility of the highway network in the area a clear highway hierarchy will be established. The primary and secondary highway network is shown on figure 5.2 below, along with other highway proposals.

Figure 5.2 Primary and secondary highway network



The objectives of this are:

- To ensure vehicles are travelling on appropriate roads
- To improve road freight connectivity with the trunk road network
- To minimise congestion in and around Trafford Park
- To ensure good linkage with the proposals for Port Salford

5.13 The following measures describe how the above objectives will be met.

5.14 Rationalising the highway infrastructure in Trafford Park. For example it is suggested that the Park Way Circle, the junction of Village Way, Tenax Road, Ashburton West Road, Westinghouse Lane and Park Way is reduced in size and remodelled as a four arm junction. This would see the Ashburton West Road arm of the junction forming a new junction with Tenax Road.

5.15 “Softening” some of the roads to create safer and attractive streets that reduce severance. For example, it is envisaged that Village Way to the north of the Village area is given a street treatment that seeks to restrict motor vehicle speeds and therefore improve permeability between the areas to the north of The Village and Trafford Wharf.

5.16 Establishing freight routes within Trafford Park. There are currently large volumes of HGVs travelling within Trafford Park and therefore these vehicles need to be directed to appropriate routes. Furthermore, it is also suggested that in the development of the future highway network consideration is given to introducing freight only lanes in parts of Trafford Park. For example the freight only lanes could be introduced on sections of the route between the International Freight Terminal and Junction 9 of the M60.

5.17 An accompanying initiative linked to the highway hierarchy proposals will be enhanced signage/zoning to improve the legibility of the area. This will benefit general traffic as well as freight vehicles.

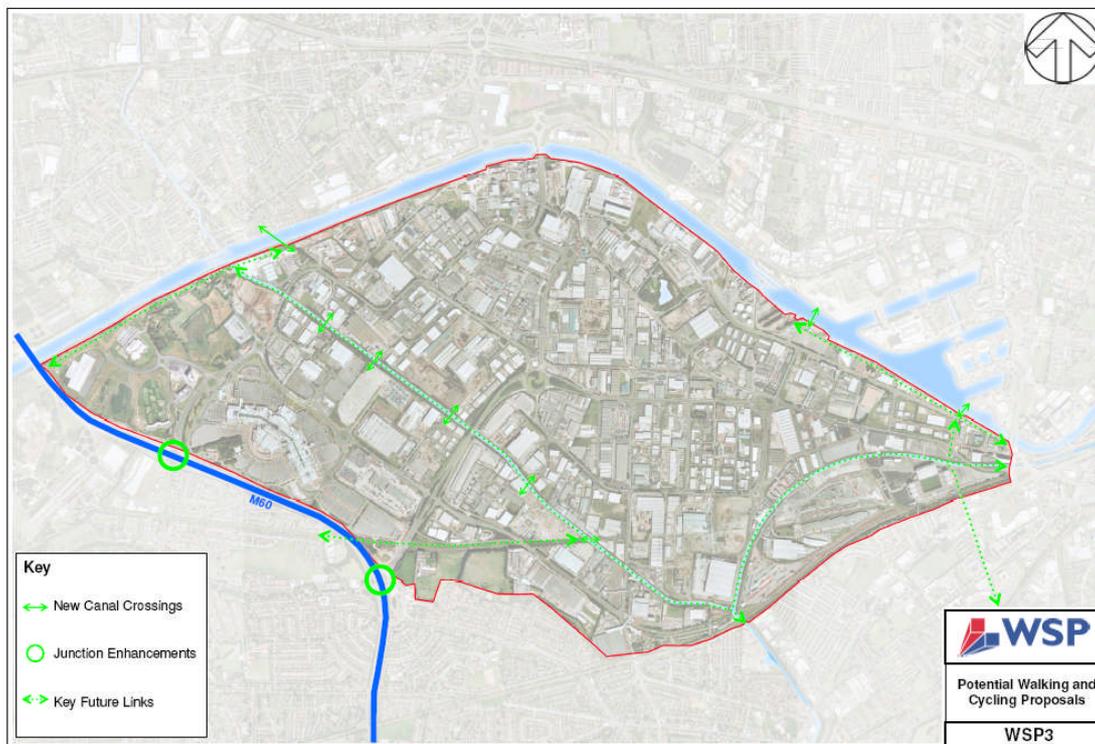
Enhancing Conditions for Walking and Cycling

5.18 It is envisaged that the strategy for walking and cycling should be focused at meeting the following two key objectives:

- improving access to the canals; and
- reducing severance and enhancing the permeability of Trafford Park.

5.19 Figure 5.3 below shows some of the measures and initiatives to realise these objectives.

Figure 5.3 Walking and cycling measures



5.20 The future walking and cycling strategy will adopt the principles of Planning Policy Guidance 13 (Transport), namely that walking is the most important mode of travel at the local level and offers the greatest potential to replace short car trips, particularly under two kilometres. Furthermore, cycling has the potential to substitute for short car trips, particularly those of less than five kilometres. Establishing a network of high quality routes within the Trafford Park area will ensure different land uses will be readily accessible on foot and by cycle. Introducing new pedestrian and cycle crossings on the canals will also meet the two above objectives.

Travel Planning

5.21 Travel Plans are a package of measures and mechanisms designed to reduce car use and promote more sustainable modes of transport. It is recommended that a framework travel plan is established for Trafford Park. This would build on the current Travel Planning initiatives being promoted in Trafford Park. The framework travel plan will seek to ensure a

range of travel choices are available and encouraged through the phased introduction of development and infrastructure proposals. This will provide a structure and guide for detailed travel plans for individual land uses or zones and occupiers.

5.22 Within the framework, subsequent, occupier specific travel plans will focus on the implementation of measures that are considered capable of delivering an identified level of change in favour of the alternative modes of transport, primarily walking, cycling and public transport. A toolkit of measures will be provided that both discourage car use and encourage\create demand for these alternatives. This toolkit will also have other policy benefits, contributing to improvements in health, education, quality of life and economic competitiveness.

5.23 It is recognised that an opportunity may exist to create a Travel Management Association (TMA) for Trafford Park that would incorporate the role of a Travel Coordinator. The overarching vision of the TMA would be to promote the sustainable transport agenda through partnership working within the Trafford Park community. TMAs started in the 1980s and by 2002 over 150 were in existence mainly in the US, Canada and Holland. The UK's first business led TMA was established at Sowton, Exeter in 2006 and this emerging initiative has the backing of Department for Transport (DfT) and Transport for London (TfL) amongst others.

5.24 TMAs are member controlled and offer many benefits over and above simplified travel plan networks. The Sowton TMA is a not-for-profit company limited by guarantee and established to deliver sustainable transport solutions through travel plans to the Sowton Industrial Estate business community. The Sowton TMA is a 'retro-fit' area-wide trip mitigation and travel planning coordination organisation which has been established using guiding principles for the implementation of TMAs in the USA. It has been termed a 'retro-fit' because it operates in an area that has been undergoing industrialization since the mid 1960s. The Sowton TMA model is an innovative mechanism for the implementation of area-wide travel planning initiatives to mitigate trip generation. It encompasses partnership working in the true sense of the word since some of the funding has come from the local authorities, business community and developers. Figure 5.4 presents a summary of three key TMAs.

Figure 5.4 A summary of three Travel Management Associations

Scheme	Black Creek Region TMA, Toronto, Canada	Lloyd District TMA, Portland, Oregon, USA	Amsterdam Schiphol Airport TMA, Holland
Size	100,000 Employees	53 Businesses, 8000 employees	42,300 employees
Results	Largest Member, York University SOV mode shift from 70% to 55% (2000 to 2002)	SOV mode shift overall from 60% to 42% (1997 to 2003)	Car Use from 72% to 69.6% (1996 to 2000)
Year Created	2000	1994	1990

6 Next Steps

6.1 There are a number of immediate tasks which can be progressed to take forward the work of the Vision, and which do not conflict with the economic and spatial framework for the Borough, or the likely delivery arrangements. These are:

Approval of Masterplan Phase 1

6.2 The Vision Report and Baseline Assessment needs to be formally endorsed by the Trafford Economic Alliance and Trafford Council.

Re-engagement with Private Sector

6.3 In order to disseminate the messages from both the Baseline Assessment and Vision Report, we propose a series of one to one meetings with key landowners and developers such as Peel, Brixton and Manchester United. In addition, a wider dissemination presentation should be held to share the findings of Phase One along with an outline of the arrangements as to how the project will be taken forward. The audience for this event would be key stakeholders not closely involved with the work.

Publication of Report

6.4 The Baseline and Vision Reports should be published, circulated and promoted to interested parties. This would involve a press release and briefing for the local media, including the Manchester Evening News; a prominent position on Trafford Council's website and a web-link on the NWDA website.

Discussions with funding partners

6.5 Discussions should be undertaken with key funding partners, including the NWDA regarding resource identification for Phase Two of this commission. Discussions with NWDA should include the Agency's emerging plans for local and sub regional funding and delivery and how Trafford Park can contribute to the Corporate Plan objectives.

6.6 In parallel with this Trafford Park specific activity, discussions should be held between the Economic Alliance, the Council, the NWDA and the Homes and Communities Agency and regarding the establishment of a district wide Economic and Housing Framework which effectively aligns the series of strategic projects and strategies which are now emerging across the district.

Commission Phase Two and Implement Delivery

6.7 Phase Two will consist of the production of the Strategic Masterplan and it's associated documents. The commissioning of this phase is recommended following the formal adoption and approval of the Vision Report. It's recommended that a duration of six months is allocated to Phase Two with the subsequent delivery phase following shortly after.